An investment case for Health Promotion Systems: why invest, what to invest in and how to optimize returns on investment

Why invest in HP and what to invest in?

1. Families & communities are the key to child health & nutrition
2. Community based promotion that creates new social norms is a very effective equity focused strategy
3. An equity focused strategy with a strong focus on health & nutrition promotion is very cost effective in preventing child deaths and stunting, especially in deprived groups
4. Investments in HP systems need to optimize the balance between the enabling environment, supply, demand & quality
5. Monitoring bottlenecks in the enabling environment, supply, demand & quality helps optimize investments in HP

How to optimize returns on investments?

6. Decentralized monitoring empowers communities and strengthens services, systems, plans, budgets & policies
7. Monitoring bottlenecks allows real time investment decisions
8. Monitoring of bottlenecks is applicable and useful in all sectors and regions
9. Monitoring of bottlenecks can use a variety of complementary and innovative information sources
10. Monitoring can reveal bottlenecks in any determinant depending on the time, context and (sub)-sector concerned
11. Monitoring of bottlenecks can stimulate multiple strategic responses and partnerships

Dr. Rudolf Knippenberg, Principal Health Advisor, UNICEF
Families & communities are the key to child health & nutrition

<table>
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<tr>
<th>Children</th>
<th>Families and Communities (Micro)</th>
<th>Service Providers/Systems (Meso)</th>
<th>Policy Makers/Opinion Shapers (Macro)</th>
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<tbody>
<tr>
<td><strong>DEPRIVATIONS</strong></td>
<td><strong>DEMAND FOR SERVICES AND BEHAVIOUR CHANGE</strong></td>
<td><strong>SUPPLY OF SERVICES AND INFORMATION</strong></td>
<td><strong>ENABLING ENVIRONMENT</strong></td>
</tr>
<tr>
<td>Preventable Diseases</td>
<td>Social Acceptability</td>
<td>Commodities/ Inputs</td>
<td>Social Norms</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Financial Access</td>
<td>Geographical access: Human resources</td>
<td>Management/ Coordination</td>
</tr>
<tr>
<td>Child Mortality</td>
<td>Compliance</td>
<td>Infrastructure/ facilities</td>
<td>Legislation/ Policies</td>
</tr>
<tr>
<td>Malnutrition</td>
<td></td>
<td>Information</td>
<td>Budgets/ expenditures</td>
</tr>
<tr>
<td>Illiteracy</td>
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<tr>
<td>Non Registration at Birth</td>
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<tr>
<td>Exploitation &amp; Violence</td>
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<tr>
<td>Other deprivations (e.g. gender discrimination)</td>
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**DEPRIVATIONS**
- Preventable Diseases
- HIV/AIDS
- Child Mortality
- Malnutrition
- Illiteracy
- Non Registration at Birth
- Exploitation & Violence
- Other deprivations (e.g. gender discrimination)

**DEMAND FOR SERVICES AND BEHAVIOUR CHANGE**
- Social Acceptability
- Financial Access
- Compliance

**SUPPLY OF SERVICES AND INFORMATION**
- Commodities/ Inputs
- Geographical access:
  - Human resources
  - Infrastructure/ facilities
  - Information

**ENABLING ENVIRONMENT**
- Social Norms
- Management/ Coordination
- Legislation/ Policies
- Budgets/ expenditures

**QUALITY**
- Minimum standards
- Interactions populations-systems
Community based promotion that creates new social norms is a very effective equity focused strategy.

<table>
<thead>
<tr>
<th>Old Approaches</th>
<th>New Approaches</th>
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</thead>
<tbody>
<tr>
<td>Building Toilets</td>
<td>Changing Social Norms</td>
</tr>
<tr>
<td>Individual/family</td>
<td>Social/Community</td>
</tr>
<tr>
<td>Health Message Focused</td>
<td>Economic, Social, Health, disgust,</td>
</tr>
<tr>
<td>Top – Down &amp; Externally Driven</td>
<td>Community led – Internal, demand driven</td>
</tr>
<tr>
<td>Didactic</td>
<td>Participatory – natural &amp; traditional leaders</td>
</tr>
<tr>
<td>Technologies predetermined</td>
<td>Local technologies, community capacity</td>
</tr>
<tr>
<td>Subsidized</td>
<td>Rewards – PRIDE – celebration</td>
</tr>
<tr>
<td>Don’t mention the S*** word</td>
<td>Talk SHIT – faeces, Poo, Kaka, toilets, latrines</td>
</tr>
</tbody>
</table>

Community Approaches to Total Sanitation (CATS)
An equity focused strategy with a strong focus on health & nutrition promotion is very cost effective in preventing child deaths and stunting, especially in deprived groups.

# Child deaths & Stunting cases averted per $1 million invested

**Equity focused approach**
- Reductions in child deaths: 81
- Reductions in stunting cases: 244

**Mainstream approach**
- Reductions in child deaths: 49
- Reductions in stunting cases: 84

**Most deprived groups**
- Reduction in child deaths: 97
- Reduction in stunting cases: 279

**Least deprived groups**
- Reduction in child deaths: 61
- Reduction in stunting cases: 188
Investments in HP systems need to optimize the balance between the enabling environment, supply, demand & quality

<table>
<thead>
<tr>
<th>Determinants</th>
<th>Definitions</th>
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<tbody>
<tr>
<td><strong>Enabling Environment</strong></td>
<td></td>
</tr>
<tr>
<td>Social Norms</td>
<td>Social rules of behavior which are mainly driven by social pressure</td>
</tr>
<tr>
<td>Legislation/Policy</td>
<td>Adequacy of laws and policies at national and sub-national levels</td>
</tr>
<tr>
<td>Budget/Expenditure</td>
<td>Allocation &amp; disbursement of required resources at national and sub-national levels</td>
</tr>
<tr>
<td>Management /Coordination</td>
<td>Roles and Accountability/ Coordination/ Partnership</td>
</tr>
<tr>
<td><strong>Supply</strong></td>
<td></td>
</tr>
<tr>
<td>Availability of Essential</td>
<td>Essential commodities/ inputs required to deliver a service or adopt a practice</td>
</tr>
<tr>
<td>Commodities/Inputs</td>
<td></td>
</tr>
<tr>
<td>Access to Adequately Staffed</td>
<td>Physical access (services, facilities, information)</td>
</tr>
<tr>
<td>Services, Facilities and</td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td></td>
</tr>
<tr>
<td><strong>Demand</strong></td>
<td></td>
</tr>
<tr>
<td>Financial Access</td>
<td>Ability to afford (service/practices), both direct and indirect costs</td>
</tr>
<tr>
<td>Social and Cultural Practices</td>
<td>Individual beliefs and practices that may be widely shared but are not mainly driven by ‘social pressure’ or expectations</td>
</tr>
<tr>
<td>and Beliefs</td>
<td></td>
</tr>
<tr>
<td>Timing &amp; Continuity of Use</td>
<td>Completion/continuity in use of services and adoption of practices</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>Adherence to required quality standards (national or international norms)</td>
</tr>
</tbody>
</table>
Monitoring bottlenecks in the enabling environment, supply, demand & quality helps optimize investments in HP systems

Level 1: All Country Offices review the equity-focus of their situation analysis, the quality of causal and bottleneck analysis of child deprivations and the alignment of policies, strategies and plans.

Level 2: Where one or more specific child deprivation are prevalent and addressed by the country programme, the Country Office monitors UNICEF inputs and outputs.

Level 3: As countries show measurable progress in programme implementation, the Country Office, jointly with partners, assesses, analyses and addresses bottlenecks to estimate progress towards outcomes in representative areas or groups.

Supply side determinants
Demand side determinants

Level 4: As countries show good progress in reducing bottlenecks, the Country Office validates the achievement of outcomes and estimates progress towards reducing child deprivations.

Guide programmatic adjustments and management decisions.
Evolving Role of Monitoring

Conventional Monitoring

- UN(ICEF):
  - Programmatic adjustments
  - Operational/management decisions

Increased equitable effective coverage of basic services and health/nutrition promotion → MDGs with equity & beyond

Strengthen Capacities and systems for improved delivery of services

Empower deprived populations

UN(ICEF):
- Institutional Reporting (internal & external)

Strengthen Decentralized Planning

Monitoring for reporting

Enhance equity-focused policies, plans and budgets

National Bottleneck analysis with partners (MAF, MBB)

Decentralized monitoring of bottlenecks

Strengthened Decentralized Planning

MAF

Enhanced equity-focused policies, plans and budgets

UN(ICEF): Programmatic adjustments, Operational/management decisions

Institutional Reporting (internal & external)

Decentralized monitoring of bottlenecks

Empower deprived populations

Strengthen Capacities and systems for improved delivery of services

Increased equitable effective coverage of basic services and health/nutrition promotion → MDGs with equity & beyond
Monitoring bottlenecks allows real-time investment decisions. General Food Distribution to targeted deprived districts.

- **Commodities**: % communities with food security
- **Human Resources**: % villages with sufficient CHWs
- **Access**: % women with primary education or higher
- **Utilisation**: % children 6-8 months receiving complementary foods
- **Continuity**: % children 6-24 months receiving meals with minimum frequency
- **Effective Cov**: % children 6-24 months receiving the minimum acceptable diet

Community participation / dialogue; Strengthened partnerships between community & services; Refresher training of CHW; performance incentives for quality IPC / counseling on feeding practices to most deprived mothers and monitoring.

Source: Bangladesh, Nepal, Pakistan
Monitoring of bottlenecks is applicable and useful in all sectors and regions.

The number of countries (of 27 MoRES first wave countries) for various sectors and regions are as follows:

- **Health**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
- **Nutrition**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
- **HIV**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
- **WASH**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
- **Edu., including ECD**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
- **Protection**: WCARO, ESARO, ROSA, TACRO, EAPRO, MENA, CEECIS
Monitoring of bottlenecks can use a great variety of complementary and innovative information sources.
Monitoring can reveal bottlenecks in any determinant depending on the time, context and (sub)-sector concerned.

Proportion of countries detecting bottlenecks in:

- Social norms
- Policies/Legislation
- Budget/Expenditure
- Coordination
- Inputs/commodities
- Human resources
- Geog Access
- Financial access
- Socio cultural
- Continuity
- Quality
Monitoring of bottlenecks can stimulate multiple strategic responses and partnerships.

**Main strategic responses**

- Policy dialogue: 84%
- Decentralised: 76%
- Service Delivery: 92%
- Community: 56%

**Partnerships**

- Government: 100%
- UN partners: 40%
- Private sector: 20%
- Other development: 100%